



# **Senior Executive Development Catalog**

**The Army's Executive Development Program is continuously evolving to meet the changing needs of Senior Executive Service (SES) members. It is customer-focused and holds a singular goal --- to fully advance the leadership and technical credentials of those who hold responsibility for programs and policies at the Army's highest level.**

**The program is managed by:**

**U.S. Army Senior Executive Service (SES) Office  
Assistant Secretary of the Army  
(Manpower and Reserve Affairs)  
ATTN: SAMR-SES (Room 2C670)  
111 Army Pentagon  
Washington, DC 20310-0111**

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Appendix A: Resume Format

## **GENERAL INFORMATION**

This catalog contains a compendium of courses designed for newly appointed executives and recommended continuing professional development opportunities for “seasoned” executives. Newly appointed career executives must attend four mandatory courses, the courses are optional for non-career and limited term appointees.

Course schedules are published separately. Changes to the catalog and course schedules will be distributed via e-mail to all SES members and published in the quarterly SES Bulletin. Both the catalog and the course schedule may be accessed on the SES Web page ([www.cpol.army.mil](http://www.cpol.army.mil)) under SES Catalog.

The U.S. Army SES Office is committed to helping executives attain their professional goals through a training agenda that features mandatory and optional offerings. We realize that no single university or organization has a monopoly on executive education and that many excellent programs exist. We value your feedback and appreciate your suggestions for improving the program. (Courses that should be added or dropped, and comments on seminars that you found especially helpful and would recommend to your peers.)

We will be glad to assist in any way we can. If you require additional information on executive development, please contact the U.S. Army SES Office at (703) 695-2975, DSN 225-2975, Fax (703) 695-3670/8411, or via E-mail {[warnel@hqda.army.mil](mailto:warnel@hqda.army.mil)}

## **Enrollment Procedures**

To request a training space, please contact the U.S. Army SES Office as soon as possible to ensure enrollment. After the space is confirmed, please fax the first page of a DD Form 1556, Request, Authorization, Agreement, Certification of Training and Reimbursement, with blocks 25, 26, 27, 29, 33 and 34 left blank to (703) 695-3670.

Travel and per diem for training are the responsibility of the individual's organization or command. Tuition, if required, will be funded through the Army Civilian Training, Education and Development System (ACTEDS).

Individuals withdrawing from a course after an approved DD Form 1556 has been submitted to the training institution are required to provide an alternate (general officer or senior executive) for the course, or reimburse the U.S. Army SES Office for the tuition.

Individuals attending training in National Capital Region should arrange for accommodations through the Lodging Success Program (800) 462-769. Hotels identified by training providers as convenient to the training site have been listed for your information.

# APEX ORIENTATION FOR NEW SES

Required by  
DOD for  
new SES

ACPERS Course Code: 11SES

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**SPONSOR** Office of the Secretary of Defense

## **TRAINING SOURCE**

WHS SES Education and Training Office  
AMC Building, Room 2S12  
5001 Eisenhower Avenue  
Alexandria, VA 22333-0001  
Telephone: (703) 617-7959, Fax: (703) 617-7328

## **TRAINING LOCATION**

The course begins with one day of sessions with DOD officials in the Pentagon, then moves to the Federal Executive Institute (FEI) in Charlottesville, VA, for leadership and management training, and concludes with a week of travel (by military aircraft) to three Unified Combatant Commands and neighboring military installations. The purpose of the travel is to enhance the participant's knowledge of the joint military environment and give greater appreciation of the roles and responsibilities of the U.S. service members.

**LENGTH OF PROGRAM** 2 weeks

## **PURPOSE**

To improve the newly appointed executive's effectiveness on the job through enhanced leadership and decision making strategies; an increased understanding of the DOD structure and processes critical to its operation and the integration of DOD and Component priorities; and, by fostering a sense of jointness. Topics include: DOD goals and priorities; the Joint Chief's and Joint Commands; component plans and perspectives; leadership; evolving issues; logistics; diversity; ethics; integrity; conflict of interest; and protocol.

## **ADMINISTRATIVE INFORMATION**

The DOD SES Education and Training Office will send packets containing administrative information, the Meyers-Briggs Type Indicator and the Clark Wilson 360-Degree Assessment to all primary and alternate candidates for completion prior to the course date. Individuals withdrawing from the course must provide an alternate (general officer of senior executive) for the course. Additional information can be found on the internet {<http://personnel.persec.osd.mil/apex>}.

*Orientation for effective joint leadership  
in plans and operations  
within DOD and it's components*

# **EQUAL OPPORTUNITY SEMINAR FOR GENERAL OFFICERS AND SES MEMBERS**

ACPERS Course Code: 1200

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Mandatory  
for new  
SES

## **TRAINING SOURCE**

Defense Equal Opportunity Management Institute (DEOMI)  
740 O'Malley Road  
Patrick AFB, FL 32925-3399  
Telephone: (407) 494-5976, DSN: 854-5976

## **TRAINING LOCATION**

Howard Johnson Plaza Hotel  
2080 North Atlantic Avenue  
Cocoa Beach, FL  
(approximately 7 miles from Patrick Air Force Base)

**LENGTH OF COURSE:** 2 days

## **PURPOSE**

To train senior leaders in their equal opportunity responsibilities.

## **ADMINISTRATIVE INFORMATION**

DEOMI will provide information packets approximately four weeks prior to the course date. Participants will be asked to complete an EO/EEO Climate Survey prior to course date.

For hotel reservations, call (407) 783-9222. Flight arrangements can be made to either Orlando International Airport or Melbourne Airport. The hotel is approximately 60 miles from Orlando and approximately 25 miles from Melbourne.

*EEO  
IS THE RIGHT THING  
TO DO!*

# **FORCE INTEGRATION (FI) FOR GENERAL OFFICERS AND SES MEMBERS**

ACPERS Course Code: 12SFI

Mandatory  
for new  
SES

## **TRAINING SOURCE**

Army Force Management School  
Humphreys Hall  
Bldg. 247, 21<sup>st</sup> Street  
Fort Belvoir, VA 22060  
Telephone: (703) 805-4904

**TRAINING LOCATION** Humphreys Hall, Fort Belvoir, VA

**LENGTH OF COURSE** 5 days

## **PURPOSE**

To familiarize senior executives with the how to and why of determining force requirements and alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive-level management positions within the joint/combined arena.

## **ADMINISTRATIVE INFORMATION**

The school will provide information packets approximately four weeks prior to the course date.

Hotels convenient to the training site include: *Howard Johnsons*, Alexandria, VA (703) 329-1400; *Executive Club*, Old Towne, Alexandria, VA (703) 730-2582; *Guest Quarters*, Alexandria, VA (703) 370-9600; and the *Hilton*, Springfield, VA (703) 960-3400.

*“Force Management” –  
the Key to Building and  
Maintaining the Force*

# LEADERSHIP DEVELOPMENT PROGRAM (LDP)

Mandatory  
for new  
SES

ACPERS Course Code: 12CCL

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## **TRAINING SOURCE**

Center for Creative Leadership  
Suite 300, 3859 Battleground Avenue  
Post Office Box 26301  
Greensboro, NC 27438-6301  
Telephone: (910) 545-2815, Fax: (910) 282-3284

## **TRAINING LOCATIONS**

Center for Creative Leadership (CCL) locations include: Greensboro, NC; Colorado Springs, CO; and San Diego, CA. The program is also offered at CCL, Eckerd College, St. Petersburg, FL; Hartford Graduate Center, Boston, MA; and University of Maryland, College Park, MD.

**LENGTH OF COURSE** 5 days

## **PURPOSE**

To build the confidence needed for leadership; increase the motivation and ability to set and achieve organizational and personal goals; stimulate personal and career growth through self-directed development; and, improve management skills by identifying strength and weaknesses as perceived by others.

## **ADMINISTRATIVE INFORMATION**

Extensive pre-course work will be sent to participants approximately seven weeks prior to the program. Participants are required to complete a variety of biographical and assessment questionnaires and return them to Center for evaluation prior to the program date. The assessment instruments are used to provide confidential feedback to the participants, providing an opportunity for senior executives to see themselves through the eyes of their subordinates, peers, and supervisors.

The program fee is centrally funded. The fee includes all meals, with the exception of one dinner. The program usually begins on Sunday afternoon. Evening sessions can be expected. Participants are requested to remain for dinner each evening inasmuch as it is part of the informal interaction required by the program. Government hotel rates may not be available in Colorado Springs, CO. NOTE: Penalties assessed for cancellations within 30 Days of the class opening date must be paid by the enrollee's organization.

*Enhancing Leadership by Developing the Individual*

# OPM BRIEFING FOR NEW SES

Recommended  
for new SES

ACPERS Course Code: 11SES

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## **TRAINING SOURCE**

U. S. Office of Personnel Management (OPM)  
Office of Executive Resources  
1900 E Street, NW, Room 6484  
Washington, DC 20415  
Telephone: (202) 606-1225

## **TRAINING LOCATION**

Department of Agriculture  
South Building, Jefferson Auditorium  
14<sup>th</sup> St. & Independence Ave., SW  
Washington, DC

**LENGTH OF BRIEFING** 2 days

## **PURPOSE**

To learn about the roles and responsibilities of a senior executive and how to effectively further the goals of the administration. The seminar provides an opportunity to network with senior executives from other Federal agencies. It concludes with a swearing-in ceremony at the Old Executive Office Building where a Federal judge will administer the oath of office.

## **ADMINISTRATIVE INFORMATION**

The following information must be included on your training form or on an attachment: full name (as you would like it to appear on your certificate; full birth date (month/day/year); social security number; home and work address; internet address (if available); and telephone and fax number.

The briefing is centrally funded. Lunch is included. Check-in and a continental breakfast start at 8:15 a.m. Presentations begin at 9:00 a.m. and conclude at 5:00 p.m. A picture ID is required for entrance into OPM and the Old Executive Office Building. Parking and access to pay phones is very limited. Taking a cab or the Metro is recommended. The Smithsonian Metro stop has an exit at the Agriculture building. Business attire is appropriate.

*Gain a Broad Federal  
"Corporate" Perspective!*



# SENIOR EXECUTIVE SERVICE (SES) TRAINING COURSE

ACPERS Course Code: 12SSO

Mandatory  
for new  
SES

## **SPONSOR**

Secretary of the Army

## **TRAINING SOURCE**

Assistant Secretary of the Army (Manpower & Reserve Affairs)

U.S. Army SES Office

ATTN: SAMR-SES (Room 2C670)

111 Army Pentagon

Washington, DC 20310-0111

Telephone: (703) 695-2975

Fax: (703) 695-3670

## **TRAINING LOCATION** TBD

## **LENGTH OF COURSE** 6 days

## **PURPOSE**

To assist newly appointed SES members in the transition to the Army's Executive Team by providing discussion and insight on the strategic and operational challenges faced by senior leaders and by obtaining a unified frame of reference and a common understanding of Army mission and challenges.

## **ADMINISTRATIVE INFORMATION**

Senior executives appointed since the previous course will be notified of the dates as soon as a course is scheduled. A biography (using the resume format at Appendix A) is required for enrollment. It should be limited to two pages; if using a second page, the first, middle initial, and last name as well as the current position title should be listed in the top, left-hand corner. Biographies may be submitted via electronic mail to [{warnel@hqda.army.mil}](mailto:warnel@hqda.army.mil)

### **ARMY VALUES:**

<i>Loyalty</i>	<i>Selfless-Service</i>
<i>Duty</i>	<i>Honor</i>
<i>Respect</i>	<i>Integrity</i>
<i>Personal Courage</i>	

# ALTERNATIVE DISPUTE RESOLUTION/MEDIATION

ACPERS Course Code: 11 SES

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## **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education and Training Office  
Telephone: (703) 617-7170

## **TRAINING SOURCE**

Justice Center of Atlanta  
976 Edgewood Avenue, NE  
Atlanta, GA 30307

**TRAINING LOCATION** Justice Center of Atlanta, Atlanta, GA

**LENGTH OF PROGRAM** 3 days (20 hours)

## **PURPOSE**

The course will focus on the workplace of the 1990s. Particular emphasis will be given to conflict resolution skills and a greater understanding of alternative dispute resolution processes that are emerging within the federal and private sectors. In addition, participants successfully completing this intensive 3-day training will be certified as mediators within the federal sector.

## **ADMINISTRATIVE INFORMATION**

The seminar fee is centrally funded. The fee includes all workshop activities, course materials, and two lunches. Coffee and registration will begin at 7:30 a.m. on the first day. Presentations begin each day at 8:00 a.m. and conclude by 5:30 p.m. on the first two days and by 4:00 p.m. on the last day. Casual attire is appropriate for this seminar.

## **ACCOMMODATIONS**

Rooms will be reserved at the Holiday Inn Atlanta-Decatur Hotel and Conference Center, 130 Clairemont Avenue, Decatur, GA (404) 371-0204. The hotel has been selected for its convenience to the Justice Center of Atlanta, Inc. facilities (2.5 miles), the Atlanta/Hartsfield International Airport, and the Decatur MARTA Rapid Rail Station (1-½ blocks). A special rate for single occupancy is available for participants of this seminar. A continental breakfast is included. To reserve a room, call with your credit card number 6 weeks prior to the course.

*Become a Certified Mediator Within the Federal Sector!*

## **BUILDING TEAMS THAT WORK: COMPRESSING TIME, CONSERVING RESOURCES, PRODUCING OUTCOMES**

ACPERS Course Code: 11SES

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### **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education and Training Office  
Telephone: (703) 617-7170

### **TRAINING SOURCE**

International Training and Development Associates (ITDA)  
P.O. Box 1609  
Spring Valley, CA 91979

### **TRAINING LOCATION**

WHS Training Center, Human Resources Services Center  
AMC Building, Room 2N47A  
5001 Eisenhower Avenue  
Alexandria, VA

### **LENGTH OF PROGRAM** 2 days

### **PURPOSE**

To deliver current and valuable learning about creating powerful teams. The seminar builds on the individual and collective leadership experience and abilities of participants to create a foundation upon which to develop these competencies and open the door to building highly effective teams. Essential for persons charged with creating, leading and coaching teams to desired outcomes.

### **ADMINISTRATIVE INFORMATION**

The seminar fee is centrally funded. The fee includes all training materials, continental breakfast and snacks. Registration begins at 8:00 a.m. on the first day. Presentations will begin at 8:30 a.m. and conclude by 4:00 p.m. Business casual attire is appropriate for this seminar.

Hotels in Alexandria convenient to the seminar site include: *Marriott Courtyard*, Eisenhower Avenue, (703) 329-2323; *Holiday Inn*, Eisenhower Avenue, (703) 960-3400; and *Embassy Suites*, King Street, (703) 684-5900. *The Marriott Courtyard* and *Holiday Inn* will provide shuttle service to and from the AMC Building.

*Powerful and Creative Teams  
Increase Productivity*

## **EXECUTIVE CAREER PLANNING STRATEGIES: OPPORTUNITIES FOR YOURSELF AND OTHERS IN TURBULENT TIMES**

ACPERS Course Code: 11SES

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### **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education and Training Office  
Telephone: (703) 617-7170

### **TRAINING SOURCE**

Dr. B. G. Sheppard  
115 Tintern Court  
Charlottesville, VA 22901

### **TRAINING LOCATION**

WHS Training Center, Human Resources Services Center  
AMC Building, Room 2N47A  
5001 Eisenhower Avenue  
Alexandria, VA

### **LENGTH OF PROGRAM** 2 days

### **PURPOSE**

To develop strategic perspectives for continuing analysis of career and life choices, and to obtain the ability to deal more effectively with them. Based on an intensive look at one's strengths, assets, and goals in conjunction with an analysis of current reality, each executive will develop a strategic career and life action plan. Plans will be video taped and individual tapes given to participants to reinforce the accomplishments of the plan. This program provides individualized career consulting as well as personal one-on-one follow up.

### **ADMINISTRATIVE INFORMATION**

The seminar fee is centrally funded. The fee includes all training materials, continental breakfast and snacks. Registration begins at 8:00 a.m. on the first day. Presentations will begin at 8:30 a.m. and conclude by 4:00 p.m. Business attire is appropriate for this seminar.

Hotels in Alexandria convenient to the seminar site include: *Marriott Courtyard*, Eisenhower Avenue, (703) 329-2323; *Holiday Inn*, Eisenhower Avenue, (703) 960-3400; and *Embassy Suites*, King Street, (703) 684-5900. *The Marriott Courtyard* and *Holiday Inn* will provide shuttle service to and from the AMC Building.

*Recommended if you are  
anticipating a career change or  
new position within the next 1-3 years.*

## EXECUTIVE INTERACTIVE COMPETENCIES

ACPERS Course Code: 11SES

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### **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education and Training Office  
Telephone: (703) 617-7170

### **TRAINING SOURCE**

Center for Executive Leadership  
Federal Executive Institute  
1301 Emmet Street  
Charlottesville, VA 22903-4899

### **TRAINING LOCATION**

Center for Executive Leadership  
Charlottesville, VA

### **LENGTH OF PROGRAM** 5 days

### **PURPOSE**

The workshop increases the leader's repertoire of interpersonal skills such as being more straightforward; putting people at ease; being resourceful; building relationships; increasing flexibility; being compassionate and sensitive; decisiveness; increasing self-awareness; and, confronting problem employees. This is accomplished by emphasizing setting a developmental climate in joint problem solving. The workshop is based on the principles of behavior modification and uses competency checklists as guidelines for the practice of interpersonal leadership behavior in the workshop. This gives participants a self-assessment tool to determine what is happening in their interpersonal transactions and what they need to do next. Exercises will be recorded on videotape.

### **ADMINISTRATIVE INFORMATION**

The seminar fee is centrally funded. The fee includes room and board in Charlottesville. Registration will begin upon arrival and lunch, the first training session will begin at 1:00 p.m. on Monday. The presentations will conclude by 1:00 p.m. on Friday. Casual attire is appropriate for this seminar.

*Enhance Your Interpersonal Skills!*

# **EXPANDING YOUR LEADERSHIP EFFECTIVENESS IN A CHANGING AND DYNAMIC ORGANIZATION: GETTING AHEAD OF WHAT'S GOING ON**

ACPERS Course Code: 11SES

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## **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education and Training Office  
Telephone: (703) 617-7170

## **TRAINING SOURCE**

International Training and Development Associates (ITDA)  
P.O. Box 1609  
Spring Valley, CA 91979

## **TRAINING LOCATION**

WHS Training Center, Human Resources Services Center  
AMC Building, Room 2N47A  
5001 Eisenhower Avenue  
Alexandria, VA

## **LENGTH OF PROGRAM** 2 days

## **PURPOSE**

To learn how to take advantage of the dynamics of change, get past confusions and communications breakdowns, increase responsiveness and produce a “flow of thinking,” reframe mission and opportunity for individuals and work groups, enhance attitude and morale, and generate tangible commitments to desired outcomes. The training program and support materials are based on a model titled “ACCESS! Leadership and Engineering the Human Side of the Organization.”

## **ADMINISTRATIVE INFORMATION**

The seminar fee is centrally funded. The fee includes all training materials. Registration will begin at 8 a.m. on the first day. Presentations begin each day at 8:30 a.m. and conclude by 4 p.m. Business casual attire is appropriate for this seminar.

Hotels in Alexandria convenient to the seminar site include: *Marriott Courtyard*, Eisenhower Avenue, (703) 329-2323; *Holiday Inn*, Eisenhower Avenue, (703) 960-3400; and *Embassy Suites*, King Street, (703) 684-5900. *The Marriott Courtyard* and *Holiday Inn* will provide shuttle service to and from the AMC Building.

Become a more effective leader in a world  
where things seem to be going too fast,  
with too little communication  
and very high expectations.

# GENERAL OFFICER INSTALLATION MANAGEMENT COURSE

ACPERS Course Code: 11SES

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## **TRAINING SOURCE**

Army Management Staff College  
Humphreys Hall  
Fort Belvoir, VA 22060-5893  
Telephone: (703) 805-4700

## **LOCATION**

Community and Family Support Training Center  
6245 Leesburg Pike, Suite 400  
Falls Church, VA 22044  
Telephone: (703) 275-5880, DSN: 356-5880, Fax: (703) 285-5884

**LENGTH OF COURSE** 5 days

## **ELIGIBILITY**

Army General Officers prior to and after assumption of command of an installation and Senior Executive Service members involved in base operations, management and or oversight.

## **PURPOSE**

To provide an overview of the duties and responsibilities of an installation commander including labor relations, resource management, relations with civilian government, facilities and infrastructure, environment, mobilization and MWR topics.

## **ADMINISTRATIVE INFORMATION**

To obtain more information or enroll in the course, please contact the Community and Family Support Center.

*Installations are communities where soldiers,  
family members, civilians, and retirees*

*TRAIN – WORK – LOVE – OR PLAY*

## **HALLMARK LEADERSHIP: HIGH IMPACT COMMUNICATIONS**

ACPERS Course Code: 11 SES

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### **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education and Training Office  
Telephone: (703) 617-7170

### **TRAINING SOURCE**

C. I. International LLC  
2605 South Estes Street  
Lakewood, CO 80227

### **TRAINING LOCATION**

WHS Training Center, Human Resources Services Center  
AMC Building, Room 2N47A  
5001 Eisenhower Avenue  
Alexandria, VA

### **LENGTH OF PROGRAM** 2 days

### **PURPOSE**

To provide proven tools and practice for powerful, concise and effective communication. Specific areas addressed include: Organize and deliver high-impact presentations; sell yourself well as your ideas – project competence and confidence; maintain poise under fire; focus and organize your thoughts; learn to survive and thrive on impromptu speaking situations; and, identify an action plan for continued progress.

### **ADMINISTRATIVE INFORMATION**

The seminar fee is centrally funded. The fee includes all training materials. Registration will begin at 8 a.m. on the first day. Presentations begin each day at 8:30 a.m. and conclude by 4 p.m. Business casual attire is appropriate for this seminar.

Hotels in Alexandria convenient to the seminar site include: *Marriott Courtyard*, Eisenhower Avenue, (703) 329-2323; *Holiday Inn*, Eisenhower Avenue, (703) 960-3400; and *Embassy Suites*, King Street, (703) 684-5900. *The Marriott Courtyard* and *Holiday Inn* will provide shuttle service to and from the AMC Building.

*“Powerful, Concise, and Effective Communication”  
The Most Important Leadership Skill*



## **INFORMATION SYSTEMS RESEARCH CONFERENCE: CURRENT ISSUES IN MANAGING INFORMATION TECHNOLOGY**

ACPERS Course Code: 11SES

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### **TRAINING SOURCE**

Center for Information Systems Research (CISR)  
Massachusetts Institute of Technology (MIT)  
Sloan School of Management  
77 Massachusetts Avenue  
Cambridge, MA 02139  
Telephone: (617) 253-2348

**TRAINING LOCATION** Cambridge, MA

**LENGTH OF PROGRAM** 4 days

### **ELIGIBILITY**

Senior information systems managers and non-information systems managers who are responsible for the use of information technologies in their organizations.

### **PURPOSE**

To provide a unique and highly regarded forum where managers can gain critical insights into significant issues in the management of information technology. CISR faculty staff and guest lectures address issues critical to the challenge of restructuring the information technology function, to build and leverage its key assets of staff, technology infrastructure, and business partner relationships.

### **ADMINISTRATIVE INFORMATION**

The conference agenda for each summer session will be available in February on the MIT Website ([web.mit.edu/cisr/www](http://web.mit.edu/cisr/www)) under education.

*Enhancing Executive Performance  
Through Efficient and Effective Use of  
Current, Applied Systems Technology.*

# LEADERSHIP DEVELOPMENT ALUMNI PROGRAM

ACPERS Course Code: 11SES

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## **TRAINING SOURCE**

Eckerd College  
Management Development Institute  
4200 54<sup>th</sup> Avenue South  
St. Petersburg, FL 33711  
Telephone: (813) 864-8213, Fax: (813) 864-8996

**TRAINING LOCATION** St. Petersburg, FL

**LENGTH OF PROGRAM** 3 days

## **ELIGIBILITY**

Senior executives that completed the Leadership Development Program (LDP).

## **PURPOSE**

The program provides alumni the opportunity to reassess leadership skills as perceived by colleagues; gain additional insight into the art of leadership; review strengths and development needs and stimulate personal and career growth. In addition to several new inventories, participants will retake some of the instruments from the original LDP. Comparisons with previous data allow participants to measure their progress on past leadership goals and identify new areas for change.

## **ADMINISTRATIVE INFORMATION**

Extensive pre-course work will be sent to participants approximately seven weeks prior to the program date. Early registration is strongly encouraged.

Upon registration with the college, participants receive detailed information about accommodations and logistics. Most participants stay at the Trade Wind Beach Resort on St. Petersburg Beach, however, a list of options for accommodations will be provided by the college.

Registrations canceled or transferred less than four weeks prior to the starting date of a program will incur a charge of 25 percent of the full program fee; within five days of the program, 75 percent of the fee is forfeited.

*A powerful experience  
as you renew your commitment to  
high quality performance.*

# LEADERSHIP AND TEAM EFFECTIVENESS

ACPERS Course Code: 11SES

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## **TRAINING SOURCE**

Yale School of Management  
P.O. Box 208200  
New Haven, CT 6520-8200  
Telephone: (203) 432-6038, Fax: (203) 432-5092

**TRAINING LOCATION** New Haven, CT

**LENGTH OF PROGRAM** 4 days

## **PURPOSE**

To increase leadership potential and build upon experience in leadership, decision-making, conflict resolution, and interpersonal communication. Participants, working in groups, will be videotaped while discussing various topics including: problem solving, managerial leadership, intergroup relations, human behavior emphasizing both rational and emotional factors, gender, cultural, and organizational differences.

## **ADMINISTRATIVE INFORMATION**

The program is centrally funded. The fee includes a non-refundable registration fee, course materials, hotel accommodations, meals, coffee breaks, and receptions. Yale University will send acceptance notices directly to the senior executives. Selection of participants by the University is based on considerations of personal experience and interest as well as on the need for balanced representation of various roles, institutions, and professions.

*This executive program is led by*

***Victor H. Vroom***

*an international authority on leadership, motivation,  
job satisfaction, and decision-making.*

# NATIONAL SECURITY DECISION-MAKING SEMINAR

ACPERS Course Code: 11SES

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**SPONSOR** Office of the Secretary of Defense

**TRAINING SOURCE**

National Securities Studies  
Maxwell School of Citizenship and Public Affairs  
219 Maxwell Hall  
Syracuse University  
Syracuse, NY 13244-1090  
Telephone: (202) 986-2247

*AND THE*

Paul N. Nitze School of Advanced International Studies  
Johns Hopkins University, Baltimore, MD

**TRAINING LOCATION** Conference Center in Northern Virginia

**LENGTH OF PROGRAM** 2½ days

**ELIGIBILITY**

Priority consideration goes to Senior Executive Service members who are Deputy Assistant Secretaries, Principal Deputies, Defense Agency Directors, and their military equivalents. Nominations are subject to approval by the Administrative Assistant Secretary of the Army.

**PURPOSE**

To hone the decision-making skills of the most senior officials. The seminar will focus on the psychology of crisis management and stress, and its effects on the nature and quality of national security decisions and policies. Through an intensive crisis management simulation, executives will gain an understanding of the interpersonal and group dynamics that emerge under the crises management conditions. The seminar provides an excellent opportunity to examine the roles of key decision-makers in national and international security issues.

**ADMINISTRATIVE INFORMATION**

Tuition, meals, and lodging are centrally funded. The seminar features **very high level** presenters. Transportation from the Pentagon to the conference center and return will be provided.

*"At the summit, politics and strategy are one."  
Winston Churchill*

# NATIONAL SECURITY LEADERSHIP COURSE

ACPERS Course Code: 11SES

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## **TRAINING SOURCE**

National Securities Studies  
Maxwell School of Citizenship and Public Affairs  
219 Maxwell Hall  
Syracuse University  
Syracuse, NY 13244-1090  
Telephone: (202) 986-2247

*AND THE*

Paul N. Nitze School of Advanced International Studies  
Johns Hopkins University, Baltimore, MD

**TRAINING LOCATION** The Johns Hopkins University or Syracuse University campus

**LENGTH OF PROGRAM** 2 weeks

## **ELIGIBILITY**

Senior Executive Service members concerned with national security and those in positions where their decisions or recommendations can critically affect the political, economic, or military interests of the United States. Nominations are subject to approval by the Administrative Assistant Secretary of the Army.

## **PURPOSE**

To provide a setting for senior executives in national and international security to broaden and deepen their knowledge of current issues affecting the security community, hone their negotiation skills, and share ideas and perspectives. Participants have the opportunity to communicate candidly with peers in discussion groups and informal meetings.

## **ADMINISTRATIVE INFORMATION**

Tuition, meals and lodging are centrally funded. The course features **very high level** presenters.

*"This course has enhanced my approach to problem analysis in my current job. It offers a way of looking at problems, a way of thinking that has proven valuable."*

*Army Participant*

# PRACTICAL STRATEGIES FOR WORKING WITH CONGRESS

ACPERS Course Code: 11SES

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## **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education & Training Office  
Telephone: (703) 617-7170

## **TRAINING SOURCE**

McCaffrey and Associates  
2001 North Adams, Suite 123  
Arlington, VA 22201

## **LOCATION**

The Capitol Hill Club  
300 First Street, SE  
Washington, DC  
(directly across the street from the Capitol South Metro Station at the Blue and Orange Line)

## **LENGTH OF PROGRAM** 2 days

## **PURPOSE**

To help senior executives gain a better understanding of Congress and develop practical strategies to establish or improve their working relationship with the Legislative Branch. The course will draw upon the experience of members and staffers to examine how Congress works and what drives Legislative decision-making. Areas of concentration will include testifying before Congress, working with DOD's Office of Legislative Liaison, and developing a network among key congressional contacts. In addition, participants will utilize a case study to probe the ins and outs of working with Congress and hone their political skills.

## **ADMINISTRATIVE INFORMATION**

The seminar is centrally funded. The fee includes training materials, continental breakfast and snacks. Registration will begin at 8:00 a.m. on the first day. Presentations will begin each day at 8:30 a.m. and conclude by 4:00 p.m. Business attire is appropriate for this seminar.

Hotels convenient to the seminar site include: *Capitol Hill Suites*, 200 C Street, SE, Washington, DC, (202) 543-6000; *Hyatt Regency Washington*, 400 New Jersey Ave, NW, Washington, DC, (202) 737-1234; and the *Holiday Inn*, 55 C Street, SW, Washington, DC, (800) 228-5151.

*Improve Your Working Relationship with the Legislative Branch.*

# PROGRAM FOR STRATEGIC LEADERSHIP

ACPERS Course Code: 11SES

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## **TRAINING SOURCE**

Penn State Executive Programs  
The Smeal College of Business Administration  
The Pennsylvania State University  
310 Business Administration Building  
University Park, PA 16802-3003  
Telephone: (814) 863-3477

**TRAINING LOCATION** University Park, PA

**LENGTH OF PROGRAM** 2 weeks

## **PURPOSE**

To increase the understanding of corporate strategy development and implementation; to improve the ability to communicate organizational goals and directions and build managerial commitment to those directions; to analyze the relationship between corporate strategy and management perspective; to strengthen effectiveness in leadership decision making and strategic planning; to enhance the ability to manage organizational change; to develop strategies for building high achieving management teams; and to establish objectives for career growth and development. The program provides a synergistic learning experience through a variety of classroom and experiential exercises. The Outdoor Leadership Experience, Computerized Business Simulation, and Feedback Instruments are examples of the special features of this program.

## **ADMINISTRATIVE INFORMATION**

The tuition is centrally funded. It includes all program materials, textbooks, private room accommodation, airport limousine service, all meals, and use of most Penn State exercise facilities. The Penn State specific application form must be submitted through command channels to the U.S. Army SES Office, Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: SAMR-SES, 111 Army Pentagon, Washington, DC 20310-0111, fax: (703) 695-3670. The forms are available upon request from Penn State or the U.S. Army SES Office.

*A Synergistic Learning Experience!!!*

# **SECURITY ASSISTANCE MANAGEMENT EXECUTIVE AND INDUSTRY (SAM-E)**

ACPERS Course Code: 11SES

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## **TRAINING SOURCE**

Defense Institute of Security Assistance Management (DISAM)

Registrar

2334 Seventh St. Bldg. 125

Wright-Patterson AFB, OH 45433-7803

Telephone: (937) 255-4319, DSN: 785-3441, Fax: DSN 785-4319

**TRAINING LOCATION** Wright-Patterson AFB, OH

**LENGTH OF PROGRAM** 5 days

## **ELIGIBILITY**

Senior Executive Service members and GS-15 managers

## **PURPOSE**

To increase the understanding of governmental policies and procedures for the transfer of defense articles and services and provide an appreciation of the international environment. The curriculum provides an overview of the entire security assistance management process and addresses the many facets of security assistance policy, planning, and programming. Also covered are security assistance topics as they relate to financial management, transportation, logistics, and training management.

## **ADMINISTRATIVE INFORMATION**

Tuition: None. Travel and per diem will be funded by DISAM.

Please contact the Registrar at (937) 255-4319 to enroll in the course. A copy of the DD Form 1556 should also be faxed to the U.S. Army SES Office, Commercial (703) 695-3670, or DSN 225-3670.

*Security Assistance Training  
For  
DOD and Defense Industry*



## SENIOR MANAGERS IN GOVERNMENT (SMG)

ACPERS Course Code: 11SES

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### **TRAINING SOURCE**

Director  
SMG and SEF Programs  
John F. Kennedy School of Government  
Harvard University  
79 John F. Kennedy Street  
Cambridge, MA 02138  
Telephone: (617) 496-4847, Fax: (617) 496-6241

**LOCATION** Cambridge, MA

**LENGTH OF PROGRAM** 2 weeks

### **PURPOSE**

To address complex problems faced by senior executives, including: planning coherent strategies, organization policy making processes, mobilizing support in an environment of shared responsibility, structuring credibility with the media, oversight modes, interest groups and special constituencies.

### **ADMINISTRATIVE INFORMATION**

The tuition is centrally funded. It includes all program materials, textbooks, and room and board. The Harvard University specific application form, with command endorsement, must be submitted through command channels to the U.S. Army SES Office, Assistant Secretary of the Army (Manpower and Reserve Affairs), ATTN: SAMR-SES, 111 Army Pentagon, Washington, DC 20310-0111, fax: (703) 695-3670. The forms are available upon request from the U.S. Army SES Office. Harvard University will send acceptance notices directly to the senior executives.

*An Intensive Session that Enhances the Qualities  
Needed to Manage Strategically in  
Today's Changing Public Sector*

## **STRATEGIC PLANNING AND RESOURCING: DOING MORE WITH LESS -- EFFECTIVELY**

ACPERS Course Code: 11SES

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### **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education and Training Office  
Telephone: (703) 617-7170

### **TRAINING SOURCE**

MPRI  
1201 Abington Drive, Suite 425  
Alexandria, VA 22314

### **TRAINING LOCATION**

WHS Training Center, Human Resources Services Center  
AMC Building, Room 2N47A  
5001 Eisenhower Avenue  
Alexandria, VA

### **LENGTH OF PROGRAM** 2 days

### **PURPOSE**

To provide a fully functioning, mature structure that provides near-term application to immediate budgeting challenges. The basic task is to match requirements and resources within a constrained environment. Participants will be able to translate planning guidance and objectives into finite action. They will consider tradeoffs and alternatives. Beyond the program planning, the principles of discipline, decentralization, flexibility, and accountability are woven into the discussion.

### **ADMINISTRATIVE INFORMATION**

The seminar fee is centrally funded. The fee includes all training materials. Registration will begin at 8 a.m. on the first day. Presentations begin each day at 8:30 a.m. and conclude by 4 p.m. Business casual attire is appropriate for this seminar.

Hotels in Alexandria convenient to the seminar site include: *Marriott Courtyard*, Eisenhower Avenue, (703) 329-2323; *Holiday Inn*, Eisenhower Avenue, (703) 960-3400; and *Embassy Suites*, King Street, (703) 684-5900. *The Marriott Courtyard* and *Holiday Inn* will provide shuttle service to and from the AMC Building.

***HOW TO DEAL EFFECTIVELY  
WITH PPBES ISSUES***

# **SYSTEMS ACQUISITION MANAGEMENT FOR GENERAL/FLAG OFFICERS (SAM)**

ACPERS Course Code: 11SES

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## **TRAINING SOURCE**

Department of Defense Systems Management College  
ATTN: Registrar  
9820 Belvoir Road, Suite G38  
Fort Belvoir, VA 22060-9989

**TRAINING LOCATION** Fort Belvoir, VA

**LENGTH OF PROGRAM** 4½ days

## **ELIGIBILITY**

Senior Executive Service members who are not graduates of the Department of Defense Systems Management College Program Management Course or Advanced Program Management Course.

## **PURPOSE**

To understand the perspectives and positions of current decision-makers from the legislative and executive branches of government and the defense industry. To discuss the most recent topics that will, or may affect the weapon system acquisition environment. The course explores how to better supervise, guide and oversee acquisition programs.

## **APPLICATION PROCESS**

To obtain space in the course, submit a DD Form 1556 to your servicing Civilian Personnel Advisory Center to be entered into the Army Training Requirements and Resources System (ATRRS). A copy of the DD form 1556 should be faxed to the U.S. Army SES Office, Commercial (703) 695-3670 or DSN 225-3670, to ensure enrollment.

*Understand The Perspectives Of Key Government  
And Defense Industry Decision Makers*

# THE PRESIDENCY, CONGRESS, AND CURRENT POLICY ISSUES

ACPERS Course Code: 11SES

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## **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education and Training Office  
Telephone: (703) 617-7170

## **TRAINING SOURCE**

The Brookings Institution  
ATTN: Ms. Lela Sallis  
1775 Massachusetts Ave., NW  
Washington, DC. 20036-2188

## **TRAINING LOCATION**

The Brookings Institution (accessible via Metrorail on the Red Line at DuPont Circle)

## **LENGTH OF SEMINAR** 3 days

## **PURPOSE**

To familiarize participants with the public policy process and key issues facing the Department of Defense. Participants will obtain an in-depth understanding of the Presidency, Congress, and of key issues affecting national security and defense policy. Topics will include: National security issues regarding to public policy and intelligence; assessing the Presidency; OMB and defense programs; oversight and DOD program; the role of the Bureau of Politico-Military Affairs; nuclear non-proliferation, and national security issues before Congress. Speakers include Members of Congress, Congressional Staff, Brookings scholars, members of the Administration, the media, and other national security experts.

## **ADMINISTRATIVE INFORMATION**

The seminar fee is centrally funded. The fee includes all training materials and meals with guest speakers. Registration will begin at 8 a.m. on the first day. Presentations will adjourn at 3:30 p.m. on the last day. Business casual attire is appropriate for this seminar.

Hotels in Alexandria convenient to the seminar site include: *The Madison Hotel*, 1177 15<sup>th</sup> St., NW, Washington, DC 202-862-1600; *Embassy Row Hotel*, 2015 Massachusetts Ave., NW, Washington, DC 800-424-2400; *Double Tree Terrace*, 1515 Rhode Island Ave., NW, Washington, DC, 202-232-7000; and the *Governor's House Hotel*, 1615 Rhode Island Ave., NW, Washington, DC 202-296-2100.

*Public Policy Processes and Key Issues Facing DOD*

## **TOOLS FOR LEADERSHIP: ALIGNING YOUR GOALS, STRATEGIES AND BEHAVIORS**

ACPERS Course Code: 11SES

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### **SPONSOR**

Office of the Secretary of Defense  
WHS SES Education and Training Office  
Telephone: (703) 617-7170

### **TRAINING SOURCE**

Catalyst Consulting Team  
2284 Dunster Lane  
Potomac, MD 20854

### **TRAINING LOCATION**

DISA  
Operational Process Improvement Office  
Room 501, 5600 Columbia Pike  
Falls Church, VA 22041  
Telephone: (703) 681-2421

### **LENGTH OF PROGRAM** 2 days

### **PURPOSE**

To gain fresh perspectives and acquire tangible skills that will enable you instill strategic thinking and action in yourself and your organization. A highlight of the session will be hands-on experience with a meeting GroupWare tool. The program uses disciplines and models to assist in aligning and focusing vision and strategy. It covers strategic planning, communication, time management, and managing meetings.

### **ADMINISTRATIVE INFORMATION**

The seminar is centrally funded. The fee includes all training materials, continental breakfast and snacks. Registration will begin at 8:00 a.m. on the first day. Presentations will start at 8:30 a.m. and conclude by 4:00 p.m. Casual business attire is appropriate for this seminar.

Hotels convenient to the seminar site include: *Sheraton National*, Columbia Pike, Arlington, (703) 521-1900; *Radisson Hotel*, Seminary Road, Alexandria, (703) 845-1010; *Renaissance Ballston*, Arlington, (703) 528-6000; *The Hampton Inn*, Leesburg Pike, Alexandria, (703) 671-4800.

Strategic leadership: the hard-to-delineate ability of leaders to stay the course in an organization while continually “rocking the boat” so as to enhance competitiveness in an unpredictable environment.

Albert V. Vicere, Penn State

**RESUME FOR SENIOR EXECUTIVE SERVICE  
OF  
(YOUR NAME)**

**PRESENT ASSIGNMENT:** Position Title  
Mailing Address

**DATE ENTERED SES:** Month/Day/Year

**TOTAL CIVILIAN SERVICE:** Yrs, Mos

**PROTOCOL PRECEDENCE CODE (PPC):**

**EMPLOYMENT HISTORY:**

<b><u>FROM:</u></b>	<b><u>TO:</u></b>	<b><u>POSITION:</u></b>
Month/Year	Month/Year	Position title, Organization and a brief summary of duties, three lines maximum. Employment history should include management and executive level, GS/GM-15 and above employment history, it may be expanded to include GS/GM-13 and 14 experience.

**MILITARY SERVICE:**

Beginning Year - Ending Year - Branch of Service

**EDUCATIONAL DEGREES:**

College/University	Degree	Major
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**HONORS AND AWARDS:**

Year	Type
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As of (Date)